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Proposed programme budget for the biennium 2010-2011*

Part IV
International cooperation for development

Section 13
International Trade Centre UNCTAD/WTO

(Subprogramme 6 of programme 10 of the strategic framework for the period 2010-2011)**

Contents

		Page
	Overview	2
	Programme of work	10
Annex		
	Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011	24

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1).

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Overview

Table 13.1 **Estimate of expenditure**

(United Nations share at 2008-2009 rates)

Proposal submitted by the Secretary-General	$30,037,083
Revised appropriation for 2008-2009	$30,873,700

Table 13.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2010-2011	166	1 ASG, 1 D-2, 5 D-1, 21 P-5, 31 P-4, 21 P-3, 15 P-2/1, 71 GS (OL)
New	12	1 D-1, 3 P-5, 4 P-4, 1 P-3, 3 P-2
Abolitions	2	GS (OL)
Approved for the biennium 2008-2009	156	1 ASG, 1 D-2, 4 D-1, 18 P-5, 27 P-4, 20 P-3, 12 P-2/1, 73 GS (OL)

Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level.

Full budget: SwF 72,089,000 (before recosting); SwF 75,815,200 (after recosting)

United Nations share: SwF 35,694,500 (before recosting); SwF 37,669,200 (after recosting)

13.1 The International Trade Centre UNCTAD/WTO (ITC) is the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO) for business aspects of trade development. Originally created by the General Agreement on Tariffs and Trade (GATT) in 1964, ITC has operated since 1968 under the joint auspices of GATT/WTO and the United Nations, the latter acting through the United Nations Conference for Trade and Development (UNCTAD). ITC is the focal point for technical assistance and cooperation activities in the trade promotion field within the United Nations system of assistance to developing countries, as affirmed by the Economic and Social Council in its resolution 1819 (LV) of 9 August 1973. The Centre is responsible for the implementation of subprogramme 6, Operational aspects of trade promotion and export development, of programme 10, Trade and development, and of the strategic framework for the period 2010-2011. The United Nations and WTO equally share the funding of the ITC regular budget. Revised budgetary arrangements with regard to ITC were endorsed by the General Assembly in section I of its resolution 59/276 of 23 December 2004.

13.2 ITC responds to the Millennium Development Goals, in particular to Goal 8 and target 12, which calls for developing further an open, rule-based, predictable, non-discriminatory trading and financial system; however, ITC also addresses Goals 1, 3 and 7. During the biennium 2010-2011, the Centre will deploy a strategy to ensure that the benefits of trade generated by technical assistance and cooperation activities are: (a) targeted at vulnerable groups, especially poor communities (Goal 1); (b) shared by women and men (Goal 3); and (c) supporting the preservation of the environment (Goal 7). ITC contributes by assisting trade support institutions to support small and medium-sized enterprise exporters to benefit from new trading opportunities by building their international competitiveness and supporting their access to new markets. In its efforts to address the Millennium Development Goals, ITC will continue to explore innovative approaches that link poor producers, in particular women, to global value chains and international markets, thus ensuring the sustainability of poverty reduction initiatives. Focus will be placed on work with

small and medium-sized enterprises in sectors with potential for strong backward links with the informal sector. Priority will continue to be given to the development of innovative forms of cooperation with new partners addressing sustainable trade development. The subprogramme will continue to involve its country programme partners in monitoring the Centre's contribution to the Millennium Development Goals targets and indicators.

13.3 ITC is committed to additional efforts in its support to least developed countries, landlocked developing countries and small island developing States. Successful experiences in least developed countries can create methodologies that can be applied further across other countries. ITC has increased to 43 per cent the proportion of extrabudgetary funds being spent for the benefit of least developed countries, and is committed to achieving its target of 50 per cent on least developed countries, landlocked developing countries, small island developing States and sub-Saharan Africa. The needs, priorities and absorption capacities of these countries are specific, and ITC technical assistance will be tailored to their unique requirements. Further, particular emphasis will be put on regional integration and regional trade opportunities, and ITC will maintain regular consultations with regional economic commissions and relevant country groups in this regard. In terms of geographic focus, Africa will continue to be the recipient of the largest share of ITC technical assistance during the biennium 2010-2011, and approximately 40 per cent of its total extrabudgetary resources is expected to be devoted to the region.

13.4 The goal of ITC technical cooperation activities is the strengthening of the capacity of the business sector, particularly small and medium-sized, in developing countries and countries with economies in transition to increase trade and export potential that will lead to a positive impact on employment and poverty reduction. ITC activities concentrate on three strategic objectives: (a) strengthening the international competitiveness of enterprises; (b) developing the capacity of trade service providers to support businesses; and (c) supporting policymakers in integrating the business sector into the global economy. As ITC is not able to reach all exporting enterprises in all countries, the sustainability and impact of its support is enhanced by focusing on the consolidation of the trade support infrastructure at the country and sector levels. Therefore, ITC contributes to building, restructuring and strengthening the public and private sector trade support institutions, and builds their capacity to become efficient multipliers of trade-related technical assistance. Similarly, ITC provides market information as a public good.

13.5 The importance of trade as a major contributor to development and the corresponding need for trade-related capacity-building activities have been fully recognized in the outcomes of different United Nations summits and other international forums. Trade has been placed higher on the development agenda. The Monterrey Consensus of the International Conference on Financing for Development affirmed that Member States were committed to promoting trade as an engine for development. The role of the private sector has also been highlighted. The 2005 Paris Declaration on Aid Effectiveness, further strengthened by the 2008 Accra Agenda for Action, reaffirmed the primacy of meeting country needs and demands and securing long-term sustainable change. The recent financial and economic crisis has exacerbated these pressures and increased the urgent need for progress.

13.6 The Declaration of the Fourth Ministerial Conference of WTO (Doha, November 2001) reaffirmed its support for the valuable work of ITC and called for its enhancement. The statement adopted at the Sixth Ministerial Conference of WTO (Hong Kong, December 2005) concluded with a reaffirmation of the Centre's role, encouraging all Members "to cooperate with the International Trade Centre, which complements WTO work by providing a platform for business to interact with trade negotiators, and practical advice for small and medium-sized enterprises (SMEs) to benefit from the multilateral trading system" (para. 53). Consequently, ITC will focus its activities on the implementation of the Doha Development Agenda and the WTO Hong Kong Ministerial

Declaration by working towards consolidating and expanding partnerships between the public and business sectors, promoting business advocacy in developing countries and countries in transition, and assisting Governments in mainstreaming trade into national development programmes.

13.7 As a result of the economic and financial crisis, global trade growth has fallen from 6 per cent in 2007 to a deep negative 9 per cent, forecasted in 2009 by WTO. In addition, imports into the main markets (European Union, United States of America, Japan, China and Switzerland) from the world have declined 32 per cent during the past year, measured as the period of the first four months of 2009 compared to the same four-month period in 2008. Exports from least developed countries into the main markets have during the same period declined a staggering 45 per cent. While aid for trade was urgent in 2007, it is essential today. It is investment that will allow many developing countries to exit the crisis by enhancing their trade capacity. The most recent data provided by the Organization for Economic Cooperation and Development (OECD) indicate that aid for trade flows increased by 10 per cent in 2008, and that countries have pledged to maintain aid flows in 2009. The target set in 2007 anticipated at least doubling aid for trade flows by 2010; i.e. additional resources of $2 billion in 2007 increasing to $5 billion or $6 billion per year by 2010. In response to increasing demand for technical assistance, internal reforms aimed at improving the efficiency and quality of services offered by ITC were implemented. However, the demand for ITC services from both donors and beneficiaries will continue to grow as the Centre becomes more results- and impact-oriented. Country-level technical assistance support is funded by extrabudgetary resources, complemented, at a proportionately diminishing level, by resources for the design and development of global, regional and country programmes and the development of core business line products. Over the period 2000-2008, the Centre increased its technical assistance by 153 per cent (from $11.6 million to $29.4 million). In contrast, regular budget resources increased by 69 per cent (from $17.2 million to $29.1 million) over the same period.

13.8 ITC delivers customized tools and advisory services and, unlike other technical assistance programmes where physical infrastructure or consumable goods may absorb a large amount of resources that require a limited number of processes, the Centre's work consists of a high number of low-unit-cost catalytic actions. During the biennium 2008-2009, the need for change became more pressing and a change management process was implemented to ensure that ITC kept pace with changes in the external environment. The change management process took into account the comprehensive external evaluation of ITC and the recommendations contained in the report of the Office of Internal Oversight Services (OIOS) on ITC. These changes, which aim at increasing overall impact, implementing results-based management and communicating the Centre's best practices more effectively, were endorsed by the Joint Advisory Group in April 2007.

13.9 During the biennium 2008-2009, ITC has refocused its activities around the following five main core business lines:

(a) An export strategy to enhance the capacity of Governments and economic sectors to formulate successful national/sector export strategies, contributing to the expansion of exports through the promotion of public/private sector dialogue, and through export strategy design, implementation and monitoring;

(b) A business and trade policy to support the business sector to articulate and promote its needs during the formulation of national trade policies and in the negotiations of international trade agreements;

(c) The strengthening of trade support institutions to build and strengthen national, regional and international trade support institutions to develop export-oriented services that meet the needs of their clients and set up institutional arrangements for the delivery of these services;

(d) Trade intelligence to provide trade data, access to trade information, market analysis and expertise to enterprises, trade support institutions and Governments to facilitate informed decision-making and enhance the transparency of international markets;

(e) Exporter competitiveness to provide capacity-building solutions for enterprises and sectors, to make them export-ready and strengthen their competitiveness in international markets by deploying a suite of solutions along the whole enterprise and sector value chain.

13.10 In 2008, these new business lines were used for the restructuring of the Centre to align its structure with delivery requirements. In this connection, the Division of Policy and Programme export strategy and business in trade policy work closely with the regional and country teams (geographical sections) within the Division to ensure that ITC participates and positions itself at the appropriate level in the debate on regional and national trade development and in recognition of the need for responsive demand driven customized services to clients.

13.11 To intensify the active cooperation with partner countries and to offer country and region-specific policy and programme development, ITC increased the number of regional offices from three to five, namely an Office for Africa, an Office for Asia and the Pacific, an Office for Latin America and the Caribbean, an Office for Eastern Europe and Central Asia and an Office for Arab States.

13.12 The other business lines work across functions to guarantee the seamless delivery of customer-oriented solutions; namely the Division of Market Development, focuses on trade intelligence and export competitiveness issues related to sectors; and the Division of Business and Institutional Support concentrates on the central issue of business environment, trade support institutions strengthening and export competitiveness issues related to enterprises.

13.13 In 2008, ITC issued its first four-year strategic plan, for the period 2009-2012. Strategic planning is used to continuously adapt to the ever changing economic, social and financial context of its support to expanding exports. The planning process responds to the recommendations arising from consultations with beneficiary countries, the Centre's annual global clients' survey (2,017 respondents in 2008) and feedback from evaluations and monitoring. The strategic plan 2009-2012 stipulates that ITC will deploy its capacity-building solutions by addressing the needs of its clients at three levels of delivery:

(a) Integrated country solutions. ITC will deploy a holistic use of its competencies and those of other organizations to ensure long-term impact. Increasingly, ITC expects to design country solutions from both national export strategies and vertically integrated sector strategies;

(b) Regionally structured solutions. ITC will support stronger links between countries. This will involve the creation of a regional dimension in the development of exports involving regional bodies, development banks, academic or vocational training organizations, chambers of commerce and sector associations;

(c) Globally accessed solutions. To provide wider access to ITC support through the use of global public goods, ITC will expand its online information capacity through an e-platform. In addition, ITC will develop and deploy global vocational training initiatives to support the establishment and management of trade support institutions and enhance the efficient provision of their services to exporting enterprises.

13.14 In delivering its programmes, the main challenge for ITC will be to ensure that client countries benefit from high-quality low-cost services and programmes, tailor-made to their specific needs and circumstances, and to assure the sustainability of its actions for the long term. A key factor in the strategy of ITC will be the continuous refinement of its tools and methodologies, which would ensure that the technical assistance provided is constantly aligned with the rapidly evolving needs of the world trading system. The second key factor will be the implementation of a quality

assurance system that would ensure the measurement and improvement of the project management system. A priority has been placed on ensuring high quality at the design phase of project and services, on the basis of the understanding that good project design leads to easier and improved implementation and in turn to a greater chance of achieving the required outputs and impacts. The quality assurance system will also ensure that ITC projects and services have a clear strategy to ensure that benefits are: (a) shared by women and men; (b) targeted at vulnerable groups, particularly poor communities; and (c) supporting the preservation of the environment. In addition, projects will address these matters differently and not all projects will cover all three equally well, but it is important that these impacts are addressed. Critical also in the design phase is to develop an exit strategy for each intervention to ensure sustainability.

13.15 The ITC programme of work is reviewed annually by the Joint Advisory Group of the International Trade Centre, the main intergovernmental policy forum of ITC, which is open to members of UNCTAD and WTO. The WTO General Council and the UNCTAD Trade and Development Board review the report and recommendations of the Joint Advisory Group annually. In addition, an informal session of the Joint Advisory Group reviews specific ITC activities every year.

13.16 The Centre's first four-year strategic plan for the period 2009-2012 and the strategic framework for 2010-2011 were endorsed by the Joint Advisory Group at its forty-second annual meeting in December 2008. The proposed level of resources for the biennium 2010-2011 has been formulated on the basis of the strategic framework, approved by the General Assembly in its resolution 63/247. In line with the administrative arrangements between the United Nations and WTO, the Secretary-General submitted to the General Assembly in the spring of 2009 a simplified fascicle with an indication of the level of resources that ITC planned to request for the biennium 2010-2011 (A/64/6 (Sect. 13)).

13.17 The overall resources required for the biennium 2010-2011 for this section amount to SwF 72,089,000, before recosting, reflecting a net increase of SwF 3,949,400 (or 5.8 per cent). The net increase is related to the establishment of 12 additional posts, namely one D-1, three P-5, four P-4, one P-3, three P-2, partially offset by the proposed abolition of two General Service (Other level) posts. The proposed overall requirements for section 13 for the biennium 2010-2011 would comprise:

(a) An amount of SwF 68,139,600 for the continuation of 156 posts (83 Professional and 73 General Service) and related non-post requirements;

(b) An amount of SwF 277,000 corresponding to the delayed impact of three Professional posts, at the P-2 level, approved for the biennium 2008-2009;

(c) A net amount of SwF 3,517,700 for the proposed establishment of 12 additional posts (1 D-1, 3 P-5, 4 P-4, 1 P-3, 3 P-2), partially offset by the proposed abolition of two General Service (Other level) posts;

(d) An amount of SwF 154,700 for non-post requirements, including provisions under furniture and equipment related to the proposed new posts and for strengthening the Centre's videoconferencing capabilities.

13.18 The establishment of the above additional posts would enable the Centre: (a) to better respond to the recommendations of the Joint Advisory Group of December 2007 and 2008; (b) to better address the recommendations arising from a comprehensive evaluation of ITC completed in 2006; (c) to better respond to the needs of the Centre's programme countries, as expressed in annual global clients' survey; (d) to provide the Centre's developing country member States with global public goods that contribute to their ability to understand international markets; and (e) to

strengthen the Centre's capacity to be the main United Nations proponent for business aspects of trade development, giving tangible reality to inclusive globalization.

13.19 The first objective, which is a precondition for enhancing the Centre's achievement of its three corporate objectives contained in the strategic framework, is to strengthen the business lines of the Centre through:

(a) Export strategy. The role of the export strategy has been enhanced in the context of the Division of Policy and Programme. On the basis of its expertise in designing and implementing national and sector export strategies, the Division covers all working areas in trade development and thus interacts with the spectrum of the Centre's services. It is therefore proposed to strengthen this business line with the establishment of an additional post at the P-4 level to increase the Centre's capacity to develop and implement high quality country and sector needs assessment methodologies, which corresponds to one of the main recommendations of the 2006 comprehensive external evaluation of ITC;

(b) Strengthening trade support institutions. The consolidation of the trade support infrastructure at country and sector levels is a critical success factor for countries to trade and is therefore a major priority for ITC. It is therefore proposed to strengthen the Centre's capacity to support trade support institutions' developing export-oriented services that meet the needs of their clients and to set up institutional and business arrangements for the delivery of these services, for which it is proposed to establish two additional posts at the P-4 and P-2 levels, respectively. ITC has developed a comprehensive benchmarking scheme, which is based on global best practices, to objectively determine the capacity development of trade promotion organizations and other trade support institutions. Further, as trade transaction costs, trade finance and trade law are identified as major constraints for efficient trade support infrastructure performance, it is proposed to establish one additional post at the P-5 level, which will contribute to trade facilitation activities, thus reducing export transactions costs and increasing international competitiveness;

(c) Trade intelligence. ITC provides trade data, access to trade information, market analysis and expertise to enterprises, trade support institutions and Governments, which facilitates informed decision-making and enhances the transparency of international markets. The Centre's most recent client survey in 2008 confirmed a strong demand for access to transparent information on non-tariff measures. Access to market information and non-tariff barriers were two top-priority concerns for policymakers, trade support institutions, and companies, which represent the Centre's three main client groups. It is therefore proposed to consolidate this expertise in the ITC, particularly to manage high-level relationships across partners such as UNCTAD, the World Bank and WTO, through the establishment of an additional post at the P-5 level. In view of the Centre's limited size and lack of field presence, it is critical for the Centre to develop globally available solutions in order for all developing countries to have access to as many of the Centre's services as possible. It is particularly important to emphasize the incorporation of real interactive e-learning techniques, such as blogs, online mentoring and training via web seminars and videoconference. It is therefore proposed to establish an additional post at the P-3 level to enhance the Centre's capacity to implement its strategic vision in this area and to take on responsibility for an institutional approach to e-learning;

(d) Exporter competitiveness. ITC offers a suite of export enhancing solutions for enterprises, sectors and related value chains. These solutions are delivered through vocational training services, certified expert networks, customized business consulting and market exposure, with the overall aim of building skills, activating scale and removing obstacles to growth, thus ensuring long-term sustainability. In this connection, it is proposed to strengthen the

promotion of trade in services by establishing an additional post at the P-4 level to help guide and respond to the Centre's growing portfolio of projects related to trade in services, which continues to drive economic gains globally, accounting for more than 20 per cent of global trade and in recent years outstripping the growth in exports of goods.

13.20 The Centre also intends to strengthen the needs assessment capacity for programming and delivery in geographic regions, with special attention to the least developed countries, landlocked developing countries and small island developing States, for which it is proposed to establish two additional posts, namely 1 D-1 and 1 P-5. In this connection, the Joint Advisory Group report of December 2008 recommended that ITC continue to prioritize its work in favour of the least developed countries, landlocked developing countries, small island developing States and sub-Saharan African countries. It also recommended that ITC aim to achieve a balance in its programming among the five geographic regions. Further, the 2007 Joint Advisory Group report set a target of 50 per cent as the proportion of ITC country programmes benefiting the least developed countries, landlocked developing countries and small island developing States. In this connection, as part of the Centre's efforts to define opportunities for strengthening its field presence at the country level, in order to better interact with development partners and provide greater continuity in country level operations, it is proposed to establish an additional post at the P-4 level in the newly established ITC regional office in Mexico City.

13.21 It is also proposed to strengthen the support accorded to the Centre's programmes by establishing two additional posts at the P-2 level to carry out duties as Graphic Designer to enhance marketing support for trade fairs, events, videos, websites and brochures to promote projects and trade development, and as Technical Officer to support the upgrade and optimization of the financial planning and reporting of the Division of Business and Institutional Support. It is also proposed to abolish two posts in the General Service category that are no longer required, as their functions have changed owing to increased use of digital information sources.

13.22 The overall requirements for 2010-2011 for non-post resources would be SwF 16,042,100 (before recosting), with changes in the distribution of non-post resources taking into account evolving needs. The increase in requirements for other staff costs (SwF 70,200), rental of premises (SwF 76,000) and furniture and equipment related to the proposed new posts (SwF 47,000), videoconference equipment (SwF 37,500) is offset by a decrease in requirements for office equipment (SwF 76,000).

13.23 Table 13.4 shows the requirements for the biennium 2010-2011 expressed in Swiss francs after recosting. The contribution of each parent organization for the biennium 2010-2011 is estimated to be SwF 37,557,600, or $31,298,000, at the exchange rate of SwF 1.2 to US$ 1.00.

13.24 Miscellaneous income for the biennium 2010-2011 is projected at SwF 700,000, representing the same level as for the biennium 2008-2009.

13.25 The delayed impact for the biennium 2012-2013 of the 12 new posts requested for the biennium 2010-2011 is estimated at SwF 1,324,100, equivalent to $1,103,400 at the exchange rate of SwF 1.20 to US$ 1.00.

13.26 It is estimated that for the biennium 2010-2011, extrabudgetary resources amounting to approximately US$ 75,500,000, equivalent to SwF 90,600,000, will be available. This represents an increase of approximately 11.6 per cent per year of the total extrabudgetary resources available to ITC over the biennium 2008-2009. Extrabudgetary resources complement provisions under the regular budget and enable ITC to implement its technical cooperation projects using the tools and knowledge base developed with regular budget resources.

13.27 The issue of publications as part of the programme of work has been reviewed. It is anticipated that recurrent and non-recurrent publications will be issued as shown in table 13.3 and as described below under outputs.

Table 13.3 **Summary of publications (regular budget and extrabudgetary)**

Publications	*2006-2007 actual*	*2008-2009 estimate*	*2010-2011 estimate*
Recurrent	240	182	482
Non-recurrent	114	100	81
Total	**354**	**282**	**563**

13.28 In line with General Assembly resolution 58/269, ITC will undertake a series of self-evaluations of selected projects, programmes and thematic areas of work. It will also continue to devote resources to the mandatory self-assessment of subprogramme performance, which will include setting targets, collating, analysing and updating performance information. The assessment of the performance of accomplishments will then form part of its Annual Evaluation Report, feeding back lessons and good practice into ITC operations. Further, as defined in the ITC evaluation policy, planned discretionary thematic self-evaluations include ITC programmes, work in specific countries or regions, tools and methodologies, policies and strategies and critical internal processes. This will be supplemented by donor funded evaluations of ITC projects and programmes such as country projects funded by donors. It is envisaged that a total of $1,690,000, comprising $1,090,000 in post resources from the regular budget and $600,000 in non-post resources, from extrabudgetary resources will be utilized for this purpose.

Table 13.4 **Estimated resource requirements**

(Thousands of Swiss francs)

Category	*2008-2009 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*	*2010 estimate*	*2011 preliminary estimate*
		Amount	*Percentage*					
Post	52 252.2	3 794.7	7.3	56 046.9	3 726.2	59 773.1	29 886.6	29 886.6
Non-post	15 887.4	154.7	1.0	16 042.1	—	16 042.1	8 021.0	8 021.0
Total	**68 139.6**	**3 949.4**	**5.8**	**72 089.0**	**3 726.2**	**75 815.2**	**37 907.6**	**37 907.6**
Less income	700.0	—	—	700.0	—	700	350	350
Net amount to be shared by each parent organization	67 439.6	3 949.4	—	71 389.0	3 726.2	75 115.2	37 557.6	37 557.6
Contribution shared by each parent organization	33 719.8	1 974.7	—	35 694.5	1 863.1	37 557.6	18 778.8	18 778.8

Table 13.5 **Post requirements**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Extrabudgetary[a]		Total	
	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
ASG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	4	5	—	—	1	1	5	6
P-5	18	21	—	—	1	2	19	23
P-4/3	47	52	—	—	7	6	54	58
P-2/1	12	15	—	—	—	—	12	15
Subtotal	**83**	**95**	—	—	**9**	**9**	**92**	**104**
General Service								
Other level	73	71	—	—	11	11	84	82
Subtotal	**73**	**71**	—	—	**11**	**11**	**84**	**82**
Total	**156**	**166**	—	—	20	**20**	**176**	**186**

[a] Only posts funded from programme support costs of extrabudgetary funds are shown.

Programme of work

13.29 The Committee for Programme and Coordination at its forty-ninth session approved the strategic framework for the period 2010-2011 (A/63/6/Rev.1). The overarching objective of ITC is to assist developing countries and economies in transition to enhance their international competitiveness and increase exports with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned in the biennium 2008-2009.

13.30 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 10 of the strategic framework for the period 2010-2011 (A/63/6/Rev.1).

13.31 ITC is the joint technical cooperation agency of the United Nations and the World Trade Organization for business aspects of trade development. The fundamental objective of its technical assistance and cooperation activities in the trade promotion field is to enable small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers while contributing to achieving the Millennium Development Goals. With a view to achieving its mission, ITC focuses on fulfilling the needs of three types of clients, including supporting policymakers in integrating the business sector into the global economy; developing the capacity of trade support institutions to support businesses; and strengthening the international competitiveness of enterprises. In doing so, ITC applies an integrated approach that focuses on building partnerships between the private sector, Government institutions and civil society organizations in the delivery of its services. ITC will continue to work with Governments to ensure that trade is fully mainstreamed into national development plans and policies. The strategic

environment, clients' needs and lessons from ITC's experience are combined to produce a series of challenges to which the Centre's programme of work sets out its responses in two parts.

13.32 In terms of programme delivery responses, ITC will focus its efforts on six main areas:

(a) Contributing to sustainable development: Millennium Development Goals. ITC has a proven track record using trade to achieve sustainable development. Successful experiences include poverty alleviation, empowering women exporters, ethical trade and green trade. ITC will promote good practice in export development through the Millennium Development Goals. It will promote knowledge and action on trade and the Millennium Development Goals through international advocacy networks. In addition, Millennium Development Goal targets will be mainstreamed across all capacity-building activities. Project design will systematically incorporate development goal solutions with the aim of achieving "export impact for good";

(b) Focusing on needs of least developed countries, landlocked developing countries, small island developing States and sub-Saharan Africa. ITC is committed to continue to accord priority to least developed countries, landlocked developing countries, small island developing States and sub-Saharan Africa. It is entering a phase in which it will build upon successful pilot experiences, such as the project in the Lao People's Democratic Republic, in which a Diagnostic Trade Integration Study served as the foundation for the development of a national export strategy. ITC will promote this approach in selected countries. In the case of least developed countries, for example, ITC will actively engage within the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries by strengthening national capacity in programme design and management, as well as in market-led sector and enterprise development. Effective solutions will combine ITC country-focused competences together with its five business lines;

(c) Export capacity-building through integrated country solutions. Developing countries present a complex combination of needs and demands that require integrated solutions. ITC will deploy a holistic use of its competencies and those of other organizations to ensure long-term impact. Increasingly, ITC expects to design country solutions from two starting positions: national export strategies and vertically integrated sector strategies. ITC will build on its rich experience of supporting the production of national export strategies. At each step of the formulation of the strategy, ITC will provide state-of-the-art analytical support in terms of markets trends and options in trade negotiations. Further, ITC will support public private dialogue to ensure that the country strategy is produced and implemented with a fully engaged business sector. It will also promote its successful experiences in export sector development. It will increasingly target sectors with high export potential in countries where there is a strong country commitment. A combination of direct support to enterprises and enhancing the capabilities of business service providers will deliver a more holistic approach focused on tangible and timely business improvements;

(d) Regionally structured solutions. It is often efficient to support export growth through regional programmes. Where regional solutions will respond to common trade challenges, ITC will support stronger links between countries. This will involve the creation of a regional dimension in the development of exports involving regional bodies, development banks, academic or vocational training organizations, chambers of commerce and sector associations. Following the example of Programme for Building African Capacity for Trade (PACT II), ITC also expects to deliver a small number of larger scale regional programmes;

(e) Global public goods for globally accessed solutions. To spread the understanding and transparency of how markets work, it is critical that all developing countries have access to as many of the Centre's services as possible. To provide wider access and create public

goods, ITC will expand its online information through an e-platform. Services to be expanded by online delivery include trade information and intelligence services and publications related to enterprise competitiveness, trade policy for business and analytical tools such as the online tool "Trade for Sustainable Development". ITC will develop and deploy global vocational training initiatives to support the creation and management of trade support institutions and enhance the efficient provision of their services to exporting enterprises. To guarantee the sufficient quality in training material, authoritative third parties will validate the provision. The training will then be delivered through a global network of recognized partners and through an e-learning platform. The Centre's global events, in particular the World Export Development Forum and the World Trade Promotion Organization Awards, will be further fashioned to provide the adequate platform for key counterparts in the international export promotion community and the business development community to acknowledge good practice and develop informed networks. With this same objective in view, ITC is considering a bold initiative of combining national and global awards to promote best practice of exporting enterprises;

(f) Focusing on outputs and impact. In response to client demand and donor expectation, the timely achievement of planned outputs and impact will have a high profile in ITC planning and delivery. An improved project cycle management process will engage ITC, with counterparts, in identifying agreed outputs and impact. Stronger quality control in planning and monitoring will improve project management.

13.33 To be effective, these programme delivery responses will have to be complemented with the implementation of five internal organizational responses:

(a) Leveraging more resources. ITC is developing a capacity to manage a larger project portfolio in response to client demand. In this connection, it hopes to extend its extrabudgetary annual expenditure to $40 million by 2013. ITC will strengthen existing donor relationships to secure long-term funding commitments. New strategies will be deployed to exploit opportunities available through the Enhanced Integrated Framework, an initiative of six multilateral institutions (International Monetary Fund, ITC, UNCTAD, United Nations Development Programme, World Bank and World Trade Organization), which, with their distinct competences, complement each other to deliver greater development dividends to least developed countries in the multilateral trading system, as well as building up strategic partnerships with regional banks, bilateral development programmes and new sources of funding, including from private foundations;

(b) Upgraded financial management. ITC has to operate in a complex financial environment. Therefore, it will upgrade its financial forecasting, cash flow management and project budget control, at the same time as implementing the International Public Sector Accounting Standards (IPSAS). Further, financial management processes will be improved to achieve internal transparency and external accountability. A key objective is the increase of the Centre's operational reserve to 15 per cent of its extrabudgetary budget in order to provide predictability and continuity in project delivery;

(c) Investing in people. ITC's people are the key to its success as an organization. The Centre will continue sourcing, attracting and recruiting world-class talent on a global basis. Special attention will be placed on promoting excellence and ITC values in the field of leadership and people management. ITC staff will be better trained and supported through improved processes for building stronger client relationships, project management and performance appraisal;

(d) Improved communications. ITC will continue reinforcing its "one image" policy to provide for a single message at the corporate level: "export impact for good". To serve its clients better, the Centre will develop new technical publications and will take greater advantage of new media delivery systems to reach wider audiences. To achieve greater efficiency and higher quality management information, the Centre must invest in modern information systems and associated management processes. With adequate investment, the Centre expects to improve a wide range of information systems including its online presence and content, clients' relationship management business processes and its project cycle management;

(e) A more effective organization. Continuous improvement through learning from experience will be critical to achieving a planned programme delivery for developing countries. The implementation of the new Evaluation Policy, including an annual evaluation report with a clients' survey, and the ITC Annual Report reflect the Centre's commitment to transparent review, action plans and reporting designed to systematically raise standards and quality. ITC will continuously upgrade its management skills to allow the Centre to respond to the rapidly changing environment in which it operates. On the basis of its current experience and the expressed needs of clients in developing countries, ITC will play a significant role in supporting the expansion of exports. The Centre's goal is to be a development partner for export success. The successful implementation of the actions set out in the strategic plan will enhance the role of the Centre in serving the interests of its key counterparts in the international export promotion community and the business development community.

13.34 The ITC publications programme, as part of the Centre's overall technical cooperation programme, is designed to assist the business sector in developing countries to gain a greater share of international exports. In the period 2010-2011, the ITC publications programme will provide thought and leadership on key issues affecting international trade and will continue to educate and enable a large group of global stakeholders, while also keeping donors aware of ITC projects and expertise. Further, ITC publications guide policymakers, trade support institutions and businesses on a range of trade topics that contribute to "export impact for good", thus contributing to putting trade to work for the Millennium Development Goals. During the biennium 2010-2011, ITC will refresh and maintain its library with its most popular reference texts; continue to publish sectorally and regionally targeted publications; and introduce a selection of world class opinion pieces on key issues affecting trade. The Centre will make these public goods more widely available to its clients through an enhanced website. The expected total number of publications for the biennium 2010-2011 is 563, including 482 recurrent and 81 non-recurrent publications. The increase is mainly owed to the increase in volume of publications, training modules and technical periodicals, following a period of restructuring and strategic repositioning and a trend of shifting from print to Web publications, which introduces reduced production costs and flexibility to produce greater quantity.

13.35 In order to support the above activities, ITC will continue to rationalize its existing regular budget resources to support applied research, tools, product and programme development. Regular budget resources are mainly utilized for the gathering and analysis of market information and commercial opportunities and the development of generic tools for subsequent adaptation and application by individual enterprises or by partner organizations in developing countries and countries with economies in transition. This applied research focus ensures that ITC technical cooperation is of a high standard and that the lead time for and costs of input delivery at the field level are effectively reduced. Increasing use is being made of information and communication technology as a means of supporting research and delivering technical assistance inputs. Demand for ITC technical assistance continues to outpace available resources, thereby leading ITC to find innovative ways to deliver its assistance.

13.36 The Centre carries out its technical cooperation activities in coordination with its founding bodies, UNCTAD and WTO. Additional partnerships and key strategic alliances will continue to be sought

to complement the Centre's fields of expertise, and to allow for increased delivery in sectors and regions where the complexity of issues requires the input of different specialized partners. This will include new alliances with the private sector, an increased number and new models of partnerships with national and regional partners in developing countries, and a greater degree of coherence and stronger collaboration with United Nations agencies involved in trade-related capacity-building. Further, ITC will work closely with aid agencies under the Enhanced Integrated Framework and Aid for Trade initiatives and bring to bear its core expertise in trade promotion and export development. Partnerships with existing partners and trade-related capacity-building providers, such as the Commonwealth Secretariat, the International Organization for Standardization, the World Bank, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Industrial Development Organization, the World Intellectual Property Organization, the regional economic commissions and the regional development banks, will be strengthened. Direct collaboration with bilateral technical cooperation agencies, primarily from the Organization for Economic Cooperation and Development countries, in the design and implementation of field-level activities will be reinforced.

13.37 During the biennium 2008-2009, the need for change has become more pressing in the case of ITC, where internal transformation has been hastened by recognizing the changes in the external environment, a comprehensive external evaluation of ITC and the recommendations contained in the OIOS report on ITC, endorsed by the Joint Advisory Group in April 2007, and the arrival of a new management team. Change is an ongoing effort that involves all ITC management, staff and stakeholders to maintain relevance and focus in ITC operations and strengthen higher level outcomes and impacts. In the period 2010-2011, ITC will pursue and deepen this concerted and orderly process to set objectives that will be subject to periodic review in order for lessons to be learned and adjustments to take place.

13.38 The organizational structure of ITC, headed by an Executive Director, comprises three substantive divisions and the Division of Programme Support. The Office of the Executive Director provides strategic leadership for the development and management of the Centre. It leads and coordinates the corporate work programme by undertaking strategic planning and by carrying out the key functions of evaluation, resource mobilization and quality assurance. The Centre is represented at the executive level by the Office of the Executive Director before Governments, United Nations bodies, WTO and other organizations. It chairs key committees to establish corporate development and policy direction and to determine strategic orientation; it is also responsible for corporate communication and public information that will play an increasingly important role in the delivery of projects and in raising awareness of the experience of ITC and its counterparts.

13.39 The need to provide demand-driven customized services to clients was taken into account in the restructuring of the Centre, which took place during the biennium 2008-2009; it included the establishment of the Division of Policy and Programme, grouping together the geographic/regional offices and the export strategy and the business in trade policy. With this in view, the Division of Policy and Programme will:

(a) provide leadership and expert knowledge of the client countries, understand their export development and promotional needs, and be able to construct appropriate solutions in conjunction with ITC technical divisions and partner organizations. It will also be responsible for country- and region-specific needs assessment and programming, and increased country-specific support in the design, monitoring and coordination of trade-related technical assistance. Particular focus will be accorded to trade-related assistance for the most vulnerable groups in the developing world, including least developed countries, landlocked developing countries, small island developing States and sub-Saharan Africa, and post-conflict situations. Closer cooperation with partner countries will also be sought through an increased field presence of ITC, including through regional programme coordinators, country project advisers and regional offices in partner countries;

(b) expand and intensify the Centre's active cooperation with key counterparts in partner countries to effectively and efficiently design more integrated technical assistance programmes. On the basis of participatory needs assessment, country strategies for export trade will be developed taking into account resources available and the probability of results and impact for good. The Centre's country activities will be more intensively coordinated to achieve maximum synergy, and feasible programme documents developed to address priority needs of partner countries and comply with donor requirements. Further, the Division will mobilize more resources and allocate them according to the country strategies developed, and intensify the monitoring of progress and results for agreed development objectives in close cooperation with partners;

(c) be responsible for the organization of the World Export Development Forum, which has become an ITC flagship event, involving an annual cycle of research, consultation, publication and field-level technical assistance focusing on best practice in export development as seen from a strategy perspective. It provides a framework by which developing and transition economies can take a strategic approach to enhancing their international competitiveness and to allocating their limited resources for national export development more effectively. The Forum will thus retain the existing functions and positions, and will be sustained through the regular budget resources for core activities and extrabudgetary resources for implementation at the national or regional level.

13.40 The Division of Market Development will reinforce its emphasis on driving private sector competitiveness to enable developing, and especially least developed countries, to take advantage of evolving market trends. Key trends during the biennium 2010-2011 will include adjusting to structural changes brought on by the global financial crisis, responding to market demands for greater environmental sustainability and increasing transparency of non-tariff measures. To increase impact and sustainability, the Division will upgrade its products in line with the Centre's overall emphasis on larger, longer-term projects, developing regional solutions and providing global public goods, including delivering programmes through e-learning. As part of this process, the Division will also align its approach to target the Centre's three client groups; trade support institutions (primarily as multipliers), policymakers (the Division programmes provide decision support for policy and strategy-making) and enterprises (which use trade information, sector resources and online tools directly). The Division will deliver assistance through three core technical programmes:

(a) Market research and analysis will maintain access to high-quality information on trade flows, tariffs and investment as global public goods and will focus on increasing transparency for the private sector of key evolving issues such as non-tariff measures. The Division of Policy and Programme will also undertake in-depth studies on specific trade-related issues as inputs to the export strategy business line, integrated country and regional programmes and private sector-oriented development strategy exercises such as the Diagnostic Trade Integration Study; and it will build sustainable market research capacity through training and coaching programmes delivered either as part of integrated country and regional projects or as part of the Centre's overall e-learning programme;

(b) Trade information services will focus on providing access to public goods in terms of Web-based trade information resources and tools offering the latest market information and trends on export-related themes and products. Trade information services will reinforce efforts to develop trade information systems and networks customized for specific organizations, countries and regions, and will offer advisory services to trade support institutions in trade information management and Web-based trade intelligence dissemination. ITC is supported by a range of field-based training and capacity-building initiatives, facilitating the development of trade information networks in developing countries. Trade information services will develop e-learning solutions in the field of trade information management and the effective research and utilization of trade intelligence;

(c) Sector competitiveness will provide products and services knowledge for market-driven sector development solutions. Assisting enterprises, through sector associations, to identify market opportunities, analysing the corresponding sector value chains, and designing and implementing solutions that allow enterprises to capture market opportunities and adhere to buyer requirements, increasingly in emerging markets. Special emphasis will be given to sectors of importance to developing countries, including trade in services. Further, linking poor communities to global value chains and thus contributing directly to poverty reduction will be a major focus of all sector work.

13.41 The Division of Business and Institutional Support will reinforce its emphasis on providing appropriate solutions through building the capacity of trade support institutions, with respected and visible networks and a conducive business environment to assure and build up the international competitiveness of small and medium-sized enterprises and small exporters in developing countries. Specifically, the Division aims to provide demand-driven solutions for the Centre's three client groups, trade support institutions, policymakers and enterprises, as follows:

(a) Strengthening trade support institutions will build their capacities as technical capacity multipliers by offering their services in line with the best practices obtained through the Centre's benchmarking methodology and networking of networks, for which documentation will be designed, developed and continuously updated and upgraded. It will assist trade support institutions in improving their business generation activities to increase the market share of their exporting small and medium-sized enterprises. The trade support institution network will be updated and upgraded and the development of a learning platform for trade support institutions is anticipated. Benchmarking practices will be aligned to the needs expressed by the trade support institutions community, such as the World Conference of Trade Promotion Organizations, to be held in Mexico in 2010;

(b) Enterprise competitiveness will enhance the competitiveness of exporting enterprises by improving the skills of managers needed for achieving export readiness, optimizing the value chain, gaining market share through marketing and branding, and capitalizing on information and communication technologies (e-nabling). One of the main priorities for the biennium 2010-2011 is the development of a marketing practice with a strong branding component to increase value creation at the source and a revamped training curriculum;

(c) A business environment will facilitate a conducive export environment by designing and developing assistance programmes on legal issues that may arise before, during and after export transactions, by linking institutions and enterprises on issues relevant for access to sources of financing and providing trade facilitation services to reduce trade transaction costs.

13.42 The Division of Programme Support will continue to provide administrative, logistical and technical support to the Centre. The Division is responsible for assisting ITC programme management to ensure the efficient management of human, financial and other resources of the Centre in the planning and implementation of its programme of work. The Division is also responsible for the effective recruitment and deployment of staff and for ensuring the implementation of human resources policy and planning; for the recording, reporting and monitoring of all regular and extrabudgetary expenditures of the Centre, in compliance with the United Nations Financial Regulations and Rules; and for the effective planning of the use of the financial resources available to ITC. The Division represents the Centre at inter-agency coordination meetings and activities in the context of administrative, legal, technological and security activities and is responsible for liaison with the oversight bodies and for planning, coordinating and reporting the implementation of their recommendations. Its activities aim at contributing to the attainment of the mandate and to the efforts of the Centre as a whole to increase the volume and effectiveness of technical assistance.

Table 13.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster sustainable economic development and contribute to achieving the Millennium Development Goals in the developing and transition economies through trade and export potential

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers	(a) (i) Increased number of export development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of ITC support in enabling decision makers to develop effective trade and export development programmes *Performance measures: number of trade development strategies* 2006-2007: not applicable Estimate 2008-2009: 152 Target 2010-2011: 198 (ii) Increased number of country networks having generated multilateral trading system-related activities and increased number of proposals on the multilateral trading system prepared and implemented by country networks through the support of ITC in enabling decision makers to understand business needs and create an environment conducive to business *Performance measures:* *Number of country networks* 2006-2007: not applicable Estimate 2008-2009: 434 Target 2010-2011: 618 *Number of proposals* 2006-2007: not applicable Estimate 2008-2009: 20 Target 2010-2011: 25

	(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, in enabling decision makers to integrate business dimensions into trade negotiations *Performance measures: number of negotiating positions* 2006-2007: not applicable Estimate 2008-2009: 64 Target 2010-2011: 70
(b) Increased capacity of trade support institutions to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through Centre support *Performance measures: number of trade support institutions* 2006-2007: not applicable Estimate 2008-2009: 16 Target 2010-2011: 18 (ii) Increased number of policy proposals having been presented by trade support institutions to the competent authorities involving ITC support *Performance measures: number of policy proposals* 2006-2007: not applicable Estimate 2008-2009: 44 Target 2010-2011: 50
(c) Strengthened international competitiveness of enterprises through ITC training and support	(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly

Performance measures: number of enterprises

2006-2007: not applicable

Estimate 2008-2009: 3,500

Target 2010-2011: 3,850

(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly

Performance measures: number of enterprises

2006-2007: not applicable

Estimate 2008-2009: 900

Target 2010-2011: 990

(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support

Performance measures: number of enterprises

2006-2007: not applicable

Estimate 2008-2009: 1,500

Target 2010-2011: 1,650

External factors

13.43 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community and other stakeholders will remain fully engaged; (b) there are no significant shortfalls in actual receipt of extrabudgetary funding; (c) the political capacity and geographical conditions in recipient countries remain stable for the implementation of programme activities; (d) the mandates of the United Nations and other international organizations that impact ITC remain the same; and (e) the enabling environment in the form of fiscal and monetary policies and other measures, including physical infrastructure in recipient countries, exists.

Outputs

13.44 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing: formal and informal annual meetings of the Joint Advisory Group (4); meetings of the Consultative Committee of the Global Trust Fund (6);

(ii) Parliamentary documentation: annual report on the activities of ITC and annexes (8); reports of the Joint Advisory Group (2);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: flagship book (1); flagship magazine (32); recurrent books and studies (14); directories and bibliographies (7); technical periodicals (417); online trade analysis databases (11);

(ii) Non-recurrent publications: trade promotion market surveys and commodity handbooks (81);

(iii) An enquiry reply service will also be regularly available to the ITC network of trade support institutions, handling approximately 550 substantive enquiries.

(c) Technical cooperation:

(i) Advisory services (regular budget and extrabudgetary): approximately 3,000 short-term missions will be organized in response to requests from Governments and institutions at the national, subregional and regional levels to assess, design, formulate and implement specific technical cooperation projects or components of programmes. Specific technical areas covered by the advisory services will include assessment of users' needs and capacity gaps; sectoral export potential assessments; development of national and sectoral export strategies; setting up, promoting and managing trade information services and networks and measuring the relevant performance; market analysis; and capacity-building of the national trade support network, including product-based and service associations, business implications of the multilateral trading system; capacity development and service enhancement in the areas of management competency; e-competency, trade finance, trade law, quality management and standards and export packaging; institutional development and training of trainers in the areas of export, purchasing and supply management; electronic commerce and computer-based supply chain management systems; and reform and improvement of public procurement;

(ii) Group training (extrabudgetary): approximately 650 training and awareness-building events (approximately 34,000 participants) on selected topics;

(iii) Field projects (extrabudgetary): 126 (80 national, 26 regional and 20 interregional projects).

Table 13.7 **Resource requirements (full budget)**

	Resources (thousands of Swiss francs)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	52 252.2	56 046.9	156	166
Non-post	15 887.4	16 042.1	—	—
Subtotal	**68 139.6**	**72 089.0**	**156**	**166**
Extrabudgetary	81 181.2	90 600.0	20	20
Total	**149 320.8**	**162 689.0**	**176**	**186**

13.45 The proposed amount of SwF 56,046,900 (before recosting) for posts would comprise: (a) an amount of SwF 52,252,200 for the continuation of 156 posts (83 Professional and 73 General Service posts); (b) an amount of SwF 277,000 corresponding to the delayed impact of the reclassification of one post from the P-2 to the P-4 level, and the establishment of three posts at the P-2 level, approved for the biennium 2008-2009; and (c) a net amount of SwF 3,517,700 for the proposed establishment of 12 posts, namely 1 D-1, 3 P-5, 4 P-4, 1 P-3, and 3 P-2, partially offset by the proposed abolition of two General Service (Other level) posts.

13.46 The estimated amount of SwF 16,042,100 (before recosting) for non-post resources would comprise requirements for temporary assistance, consultants, official travel, contractual services, general operating expenses and grants and contributions to United Nations joint activities and common services.

13.47 The extrabudgetary resources for the biennium 2010-2011 are estimated at SwF 90,600,000, based on the fact that financial resources for trade-related technical assistance have increased exponentially and ITC has been identified by donors as an important recipient of this type of assistance. ITC is also currently negotiating with donors for the funding of large-scale integrated programmes, particularly in Africa.

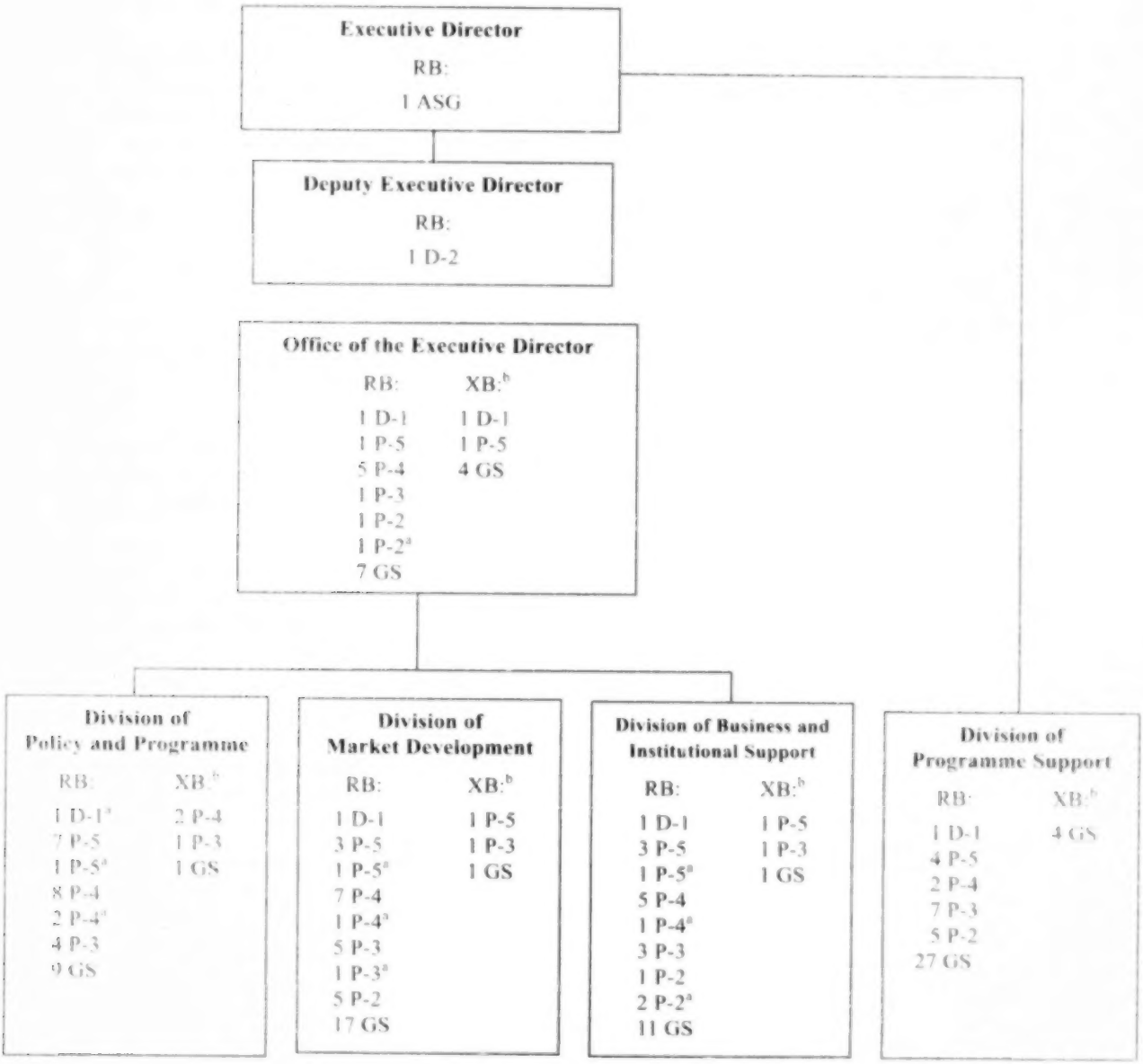
Table 13.8 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Eleventh report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the biennium 2008-2009 (A/62/7/Add.10)	
The Committee recommended that, in the process of adopting results-based management and results-based budgeting, ITC draw on the experience of and lessons learned by other organizations of the United Nations system (para. 8).	Within the context of the change management process, ITC has shared its experiences with other organizations in the United Nations system as it continues to move to results-based management and budgeting. Lessons learned are exchanged within an informal network of counterparts.
Report of the Board of Auditors (A/63/5 (Vol. III) (Supp))	
The Board recommended that ITC pursue its efforts to increase the level of the operating reserve until the prescribed level is reached (para. 6 (b)).	Given the increase in ITC activities and to facilitate its actual operational needs, ITC is continuously reviewing the level of the operating reserve in order to progressively increase it to the prescribed level of 15 per cent of expenditures. Further consultations with donors are foreseen in that respect, and different options on funding the operating reserve are being considered by the Centre.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that ITC record software as non-expendable property so that it is entered into its inventory (para. 6 (d)).	As part of the preparation for the introduction of IPSAS in 2010, all intangible assets, including software, will be considered for entry into the ITC inventory. A full review of inventory procedures is planned during the implementation of IPSAS with a view to improving asset control and establishing an effective monitoring and oversight process for all non-expendable property.

International Trade Centre UNCTAD/WTO

Organizational structure and post distribution for the biennium 2010-2011



Abbreviations: RB, regular budget; XB, extrabudgetary; ASG, Assistant Secretary-General; GS, General Service.

[a] New post.

[b] Funded by programme support.

Annex

Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011

A/62/6 (Sect. 13)/Add.1 paragraph	Output	Quantity	Reason for discontinuation
13.32 (b) (i)	Trade Secrets: The Answer Book for SMEs Country Adaptations	1	All countries which have expressed interest and ability in publishing have their own country version of this book now.
13.32 (b) (i)	Export Quality Management Country Adaptations	2	The generic guide on this topic is being updated instead, and is listed in non-recurrent publications.
13.32 (b) (i)	International Trade Rules Country Adaptations Negotiations on Trade Facilitation	1	Lack of demand for further country adaptations. The generic version is still available and in use.
13.32 (b) (i)	Business Guides to Trade Remedies	2	Lack of manuscript development funds obliges this series to be discontinued, despite demand.
13.32 (b) (i)	Export Packaging Bulletins	6	Information in these bulletins is being incorporated in Packaging Training Modules (PACKIT), reported in the non-recurrent publications.
13.32 (b) (i)	E@ITC newsletter	6	Content in this newsletter is being merged into the enterprise competitiveness newsletter, following restructuring of sections within ITC.
Total		**18**	